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Planning Guide for



TRAINING in

ADMINISTRATIVE

MANAGEMENT

Workshops

UNITED STATES
DEPARTMENT OF AGRICULTURE
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SECTION I

LIAISON AND PRE-PLANNING

The TAM Program of Institutes and Workshops has been endorsed by the Department's Management Improvement Committee under the Chairmanship of the Administrative Assistant Secretary, Ralph S. Roberts.

Agency officials in the field are authorized by their respective agencies to participate in and support, in every practical manner, the conduct of local TAM Workshops.

Recommended steps conducive to successful operation include the following:

TAM Institute Graduates should--

1. Form a tentative Advisory Committee. This committee should consult with local USDA agency officials to determine the feasibility for carrying out TAM Workshops in the state, region or area.
2. Obtain the approval of the local USDA Agency Officials to serve on the TAM Workshop Planning Committee. It is suggested that the Planning Committee be composed of one representative from each USDA agency in the state, region or area.
3. Arrange a meeting of the Planning Committee. Outline plans and assign responsibilities for organizing and carrying out the TAM Workshop.

SECTION II

PLANNING THE WORKSHOP

A. DIRECTOR TAM WORKSHOP

The Planning Committee should elect a TAM Workshop Director. The Director, who may also act as Chairman of the Planning Committee, is responsible for coordinating the plans for the conduct of the workshop. The Director maintains official contact with the Executive Secretary of the TAM Work Group, Office of Personnel, USDA, Washington, D. C., informing him with respect to the following items:

1. Initiation of Workshop plans.
2. Membership of the Planning Committee
3. The Workshop site.
4. Recommended per diem.
5. Names of agency personnel selected to attend workshop.
6. Final Program Agenda, and
7. Other matters specified elsewhere in this guide.

B. PLANNING COMMITTEE

It is the responsibility of the Planning Committee to:

1. Define the policies and procedures to be used in planning and conducting the workshop. In establishing these plans full consideration should be given to the two major objectives of a TAM Workshop, namely:

SECTION II-B-1 (cont'd)

- a. To aid USDA administrators in acquiring management skills and to strengthen their knowledge of sound management practices, and
- b. To provide a broader understanding of USDA in terms of its agencies, functions, and programs.

These purposes contemplate that the agenda embrace management practices and that adequate provision be made for informing agency representatives of the major activities of the Department of Agriculture, its organization structure and policies generally applicable.

The membership of the Planning Committee should serve as liaison with local agency officials obtaining their recommendations for the workshop and keeping them informed of the development of the program plans.

2. Determine and select the boundaries of the workshop area from which candidates will be selected.
3. Determine and select workshop location with consideration of the physical facilities such as:
 - a. Meeting room
 - b. Housing, meals, and
 - c. Transportation
4. Determine the length and dates of the workshop. Experience gained through the conduct of previous TAM Workshops indicates that the optimum duration is one week.
5. Determine the number and level of candidates for attendance in the workshop. Participation in the workshop should be limited, where practical, to personnel in grades GS-9 and above.

SECTION II-B-5 (cont'd)

The workshop may be more rewarding to those who attend if the number is limited between 20 to 30 participants. As a rule, groups larger than this do not permit as favorable a learning situation to develop as when the group is limited to not more than 30 persons. However, the objectives being worked toward and the methods of training used in the conduct of the workshop will greatly influence the learning situation.

SECTION III

OBTAINING NOMINATIONS AND SELECTING CANDIDATES

A coordinated system has been developed for obtaining interagency nominations to attend workshops.

1. Once definite plans have been made to conduct a workshop, the Director of the workshop should inform the Executive Secretary of the TAM Work Group of such plans and request that agencies proceed to select nominees for attendance.
2. The Executive Secretary of the TAM Work Group will advise agency heads of these plans and solicit their nominations. It is recommended that the Planning Committee allow at least 45 days to obtain agency nominations.
3. Agencies will submit nominations directly to the Director of the workshop. Nominations will be forwarded in order of preference by the local agency office or through the agency's Washington office. The following agencies will send nominations directly from the Washington offices:

Agricultural Marketing Service
Agricultural Research Service
Federal Crop Insurance Corporation
Rural Electrification Administration

In all other cases, agency nominations will be submitted by the agency's area, region or state official.

4. The Planning Committee will make final selections from among those nominated, insuring an equitable allotment of spaces among the agencies represented in the area, region or state.
5. Once selections are made, the Director of the Workshop should send to each participating agency:

SECTION III-5 (cont'd)

- a. A list of persons selected for attendance, and
- b. A memorandum of agreement for execution and return.

See SECTION VII, FINANCING THE WORKSHOP, for instructions on preparation and use of the memorandum of agreement.

SECTION IV

PROGRAM

Although the workshop may reflect the basic content of a TAM Institute, special attention should be placed on identifying the training needs and on-the-job problems of the participants. Several procedures may be used to identify the key management problems and leadership development topics. The most common method is through a questionnaire or special check list. The questionnaire or check list, which may be sent to the participant, the participant's supervisor, or both, will provide valuable information and insight in identifying the subject matter for presentation in the workshop.

Where this method is not used, it is suggested that at least a framework of the management training needs of the participants be obtained from the local USDA agency official or supervisor.

The Planning Committee is encouraged, when organizing the workshop program, to allow sufficient time to:

1. Orient participants as to the objectives and purposes of the workshop.
2. Instruct participants in the methods of:
 - a. Introducing Speakers.
 - b. Leading discussion periods and/or handling problem solving assignments.
 - c. Summarizing the material presented by the Speaker, and
 - d. Carrying out Committee assignments and other related duties.
3. Introduce participants and allow for a brief explanation of the operations of their agency.

SECTION IV-3 (cont'd)

4. Involve participants in:

- a. "Buzz Sessions"
- b. Discussion Periods
- c. Problem solving assignments, and
- d. Question and Answer periods

5. Provide a broader understanding of USDA by:

- a. Explaining the functions and programs of the Department;
- b. Presenting the topic "Broader Understanding of USDA," and
- c. Showing films depicting the work of USDA.

6. Include management and leadership topics based on the training needs of participants.

7. Evaluate the program in terms of its effectiveness in:

- a. Meeting the objectives of the workshop;
- b. Satisfying the training needs of participants.

SECTION V

PROCURING SPEAKERS

A. OUTSIDE THE DEPARTMENT

Planning Committees are encouraged to utilize to the maximum local talent from Business, Industry, Colleges and Universities, and Government.

In some cases it may be necessary to compensate a guest speaker for his services in the TAM Workshop. The Planning Committee may, if deemed appropriate, offer a guest speaker through a contractual arrangement, an honorarium equivalent to \$50 per day. It may also provide for the transportation and per diem expenses of a guest speaker. When living expenses are involved, the customary government per diem may be used to determine an equitable allowance. Where it becomes necessary to defray these costs, a lump sum amount should be offered which covers all the expenses involved.

A paragraph, similar to the following, may be incorporated in the letter requesting the services of an outside speaker:

"In regard to expenses, we are in a position to offer you \$ _____ for your attendance, which amount is intended to cover all your expenses, including traveling expenses. We will mail you a check following your appearance. If these arrangements are satisfactory, please sign below and return the original of this agreement, which will serve as our authority for obligating the funds."

1. When the Planning Committee makes arrangements for the training to be conducted by, in or through an organization, it is necessary that they ascertain beforehand, that the organization is not on the list of organizations designated by the Attorney General pursuant to Section 12 of the Executive Order 10450. For a current listing of these organizations see Title 8 AR Chapter 59.

SECTION V-A-1 (cont'd)

2. When securing the services of an individual (non-government employee) with whom arrangements are made directly, the following information should be sent to the Executive Secretary of the TAM Work Group prior to execution of the contract and at least 30 days in advance of the first day of the TAM Workshop:

Name (in full); present address; date and place of birth; present employment; and education (institutions attended and academic degrees earned).

The Executive Secretary of the TAM Work Group will present this information to the Review and Adjudication Division, Office of Personnel. A check will then be made against Civil Service Commission files to insure that no determination has been made that a reasonable doubt exists concerning the individual's loyalty to the United States.

In emergency situations where there is insufficient time to submit the information outlined above, prior to contracting for the individual's services, such information must be sent to the Executive Secretary of the TAM Work Group as soon as possible for presentation to the Review and Adjudication Division. This is imperative because under Section 14 of the Government Employees Training Act, P. L. 85-507, the individual may not be paid until the determination as to his loyalty has been made. It is suggested when such situations arise that prior to completing arrangements the individual be notified that payment for his services is subject to such record check and determination as to loyalty.

In addition, where the Planning Committee makes arrangements for the training with an individual directly they must obtain an affidavit, certificate or express contractual warranty that he does not teach or advocate the overthrow of the Government of the United States by force or violence.

SECTION V-A-2 (cont'd)

This requirement that an affidavit, certificate, or express contractual warranty must be obtained does not apply to:

- a. Individuals who perform training under oral or other informal arrangements where made in accordance with the usual procurement procedures of Title 5 AR, for periods of sixteen hours or less within a single program, or
- b. Individuals who perform training without compensation by the Government (whether or not the Government provides payment or reimbursement for their travel and subsistence incident to such training).

The following certificate which must be dated and signed by the individual, who is to perform the training, will be sufficient for the purposes outlined above:

"I _____ (name)
of _____ (location)
do hereby certify that I do not teach or
advocate the overthrow of the Government
of the United States by force or violence.

Signed _____ (date)

At _____ (location) "

For further information concerning the above see
Title 8 AR, Chapter 40.

B. WITHIN THE DEPARTMENT

An internal procedure has been established for securing speakers from within USDA. All requests for Washington speakers should be made to the Executive Secretary of the TAM Work Group by the Director of the Workshop.

SECTION V-B (cont'd)

It has been suggested that the number of Washington level personnel being requested to appear in a TAM Workshop be limited to 3 or 4 persons. Requests for speakers should indicate to the extent possible the suggested speaker and alternate speaker, the proposed subject topic, and the date on which the speaker is to appear in the program. The Executive Secretary of the TAM Work Group will coordinate requests with the proposed speakers and will advise the Director of the workshop of their availability.

SECTION VI

RESOURCE MATERIALS

Printed and visual materials recommended for use in the conduct of TAM Workshops are listed in the APPENDIX. Some of these materials are available through the Office of Personnel, USDA, while others may be obtained directly from the publisher or distributor. The Visual Aids Departments and the State Extension Services of the Land-Grant Institutions may be of assistance in locating and/or making films available for use in the conduct of workshops.

SECTION VII

FINANCING THE WORKSHOP

Planning committees are encouraged to keep workshop costs to a minimum consistent with the actual needs of effective programs. Variations will exist in total costs of each workshop. The per capita cost generally ranges from \$10 to \$30 per participant (exclusive of employee travel and salary costs) depending upon (1) the location and facilities used, (2) the number of outside speakers receiving honoraria or expenses, (3) the types of materials purchased for distribution, (4) the cost of developing a digest of workshop proceedings and (5) other miscellaneous expense items.

All agencies having personnel attending the workshop should share in the cost on a pro rata basis. One of the agencies cooperating in the planning of a TAM Workshop should initially be responsible for incurring and paying the necessary workshop expenses, exclusive of expenses to be borne directly by the participating agencies, subject to reimbursement from the other participating agencies. Such an arrangement is in accord with Section 601 of the Economy Act. A sample memorandum of agreement which the participating agencies may use is provided in the APPENDIX.

The following procedure should be followed in providing for initial financing of the workshop and subsequent reimbursement:

1. The planning committee should request from each participating agency:
 - a. An accomplished copy of a memorandum of agreement to reimburse the financing agency for the participating agency's pro rata share of the costs (SECTION III, 5-b), and
 - b. The address of the office to be billed for the appropriate share of workshop costs.

SECTION VII-1-b (cont'd)

2. The financing agency should pay the expenses upon presentation of bills from vendors.
3. The financing agency should, upon the basis of expenses paid, memoranda of agreement, and actual attendance at the workshop, bill the participating agencies for their pro rata shares of the costs.

SECTION VIII

SUBSISTENCE

It is the responsibility of the Director of the workshop to notify participating agencies of the recommended per diem allowance. Notifications should be sent to the agency offices submitting nominations for the workshop.

Per diem for personnel attending a TAM Workshop should be the same for all participants regardless of the agencies being represented. A \$12 per diem rate is prescribed for all regional agency meetings unless special arrangements can be made for meals and lodging at moderate cost, in which case a per diem rate less than \$12 should be established (see 7 AR 550 e).

Participants attending a workshop in the same locality as their headquarters may not be allowed per diem. However, there may be cases where it is desirable to have all participants "live-in" at a hotel or other establishment because of breakfast, dinner or evening meetings which are an integral part of the program. In such cases the hotel service and facilities may be considered necessary training expenses and participating agencies should be so notified.

Thus, an agency planning to authorize an employee to attend a workshop at or near his headquarters may, when necessary:

1. Authorize the employee to incur the expenses connected with the use of hotel service or facilities and subsequently reimburse him; or
2. Procure the services directly from the hotel and direct the employee to use the services so provided.

SECTION IX

CERTIFICATE AND RECORD OF FORMALIZED TRAINING

The Director of the workshop should advise the Executive Secretary of the TAM Work Group, as early as possible, the number of participants selected for attendance in the TAM Workshop. The Executive Secretary will furnish the committee a supply of forms AD-284 (Certificate of Training) and AD-295 (Record of Formalized Training) for the workshop. The committee should complete one copy of AD-284 and two copies of AD-295 for each participant. Upon conclusion of the workshop the completed forms should be returned to the Executive Secretary of the TAM Work Group to be signed by Mr. Ernest C. Betts, Jr., Director of Personnel.

The signed forms AD-284 and AD-295 will be distributed to employees concerned through the proper administrative channels.

22 - MÚSICA POPULAR DA GUARDA MUNICIPAL

que é o que mais se aproxima da cultura popular. Ainda assim, é preciso lembrar que a cultura popular é um todo que engloba tanto a cultura de massa quanto a cultura folclórica. A cultura de massa é aquela que é produzida industrialmente e é consumida por grande parte da população. A cultura folclórica é aquela que é produzida de forma artesanal e é consumida por uma pequena parcela da população. A cultura popular é uma mistura das duas, com elementos de ambas.

No caso da Guarda Municipal, é difícil dizer se a cultura popular é predominante ou se a cultura de massa é predominante. Isso porque a cultura popular é uma mistura das duas, com elementos de ambas. No entanto, é possível dizer que a cultura popular é mais predominante, já que a cultura de massa é produzida industrialmente e é consumida por grande parte da população.

SECTION X

WORKSHOP PROCEEDINGS

It is suggested that the Planning Committee include in their plans the development of a report of the TAM Workshop. Twelve copies of the workshop proceedings (report) should be sent to the Executive Secretary of the TAM Work Group for distribution to the members of the TAM Work Group. Planning Committees are also encouraged to distribute copies of the workshop proceedings to the local agency officials.

SECTION XI

(See SECTIONS III & VII

APPENDIX

MEMORANDUM OF AGREEMENT

As a part of the program for training in Administrative Management, plans are being made for holding a workshop at _____ (place) on or about _____ (date). Incident to the workshop there will be some operating expenses for services; for example, travel expenses and fees of non-Government speakers and discussion leaders, cost of reproducing agenda, communications, books and reference materials. It is, therefore, mutually agreed that _____ (Agency) will assume leadership in providing these services with the understanding that all agencies participating in the workshop will reimburse _____ (Agency) for their pro rata share of the costs incurred.

(Agency Providing Initial Financing)

(Date)

(Signature of Authorizing Official)

(Participating Agency)

(Date)

(Signature of Authorizing Official)

Billing address(es) of Participating Agency:

(A separate copy of the Memorandum of Agreement should be sent to each agency whose participation is expected.)

1940-1941

1941-1942

APPENDIX C

APPENDIX C contains the following:
1. A copy of the original letter from the Secretary of State to the
Secretary of War, dated January 11, 1941.
2. A copy of the original letter from the Secretary of War to the
Secretary of State, dated January 12, 1941.
3. A copy of the original letter from the Secretary of State to the
Secretary of War, dated January 13, 1941.
4. A copy of the original letter from the Secretary of War to the
Secretary of State, dated January 14, 1941.
5. A copy of the original letter from the Secretary of State to the
Secretary of War, dated January 15, 1941.

APPENDIX C

APPENDIX C contains the following:
1. A copy of the original letter from the Secretary of State to the
Secretary of War, dated January 11, 1941.

APPENDIX D

APPENDIX D contains the following:
1. A copy of the original letter from the Secretary of State to the
Secretary of War, dated January 11, 1941.

APPENDIX E

APPENDIX E contains the following:
1. A copy of the original letter from the Secretary of State to the
Secretary of War, dated January 11, 1941.

APPENDIX F contains the following:
1. A copy of the original letter from the Secretary of State to the
Secretary of War, dated January 11, 1941.

APPENDIX G contains the following:
1. A copy of the original letter from the Secretary of State to the
Secretary of War, dated January 11, 1941.

APPENDIX H contains the following:
1. A copy of the original letter from the Secretary of State to the
Secretary of War, dated January 11, 1941.

SECTION XI

(See SECTION VI)

APPENDIX

LIST OF PUBLICATIONS FOR TAM WORKSHOPS

Conducting USDA Meetings that Lead
to Action

Supplied by the Office of Personnel,
USDA, on request

Guides for Individual and Committee
Assignments

Supplied by the Office of Personnel,
USDA, on request

Management Improvement in the United
States of Agriculture--1958-1959

OAM Publication No. 1

One copy per Workshop available from
the Office of Personnel, USDA,
on request

The U. S. Department of Agriculture--
How It Serves You

Supplied by the Office of Information,
USDA, on request

Directory of Organization and Field
Activities of the Department of
Agriculture--1960 (Agriculture
Handbook No. 76)

One copy per Workshop available from
the Office of Information, USDA,
on request

A Formula for More Efficient Reading--
The S-P-D Approach (Miscellaneous
Publication #753)

Supplied by the Superintendent of Documents
U. S. Government Printing Office
Washington 25, D. C.

Price 10¢ each

So You're on a Committee--How Are You Doing?
(Miscellaneous Publication #742)

Supplied by the Superintendent of Documents
U. S. Government Printing Office
Washington 25, D. C.

Price 10¢ each

(over)

SECTION XI

LIST OF PUBLICATIONS FOR TAM WORKSHOPS (cont'd)

The 3 Steps to More Skillful
Management
Nation's Business
Mail Sales Department
U. S. Chamber of Commerce
1615 N Street, N. W.
Washington 6, D. C.

Price \$1.50 each

Help Yourself to Executive Skill
Nation's Business
Mail Sales Department
U. S. Chamber of Commerce
1615 N Street, N. W.
Washington 6, D. C.

Price .15 each
or ~ \$10.15 per 100 ppd

How to Plan and Conduct Workshops
and Conferences
Association Press
291 Broadway
New York 7, N. Y.

Price \$1.00 each

Hints on How to Attend a Conference
by Blue Carstenson
Adult Education Association of the USA
743 North Wabash Avenue
Chicago 11, Illinois

Price \$4.00 per 100

Toward the Liberally Educated Executive
The Fund for Adult Education
200 Bloomingdale Road
White Plains, N. Y.

Price \$1.00 each

When You're Teaching Adults
The National Association of Public
School Adult Educators
1201 Sixteenth Street, N. W.
Washington 6, D. C.

Price .40 each

APPENDIXBROADER UNDERSTANDING OF U S D A

<u>Film Title</u>	<u>Source of Description *</u>
The Agriculture Story	Page 7
Fire Ant on Trial	Page 20
The Imported Fire Ant	Page 25
Compass for Agriculture	Page 14
Marketing Farm Products Abroad	Page 28
Your Meat Inspection Service	Page 48
Rainbow Valley	Page 33
Watershed Wildfire	Page 47
A Tree is Born	Page 44
Water for the West	Page 46
The Hidden Menace	Page 25
Better Living Thru Research (Same as Research for Better Living)	Page 12
At Home with Wood	Page 9
Breakthrough (Challenge of Agricultural Research)	Page 48

* For description source see publication "Motion Pictures of the USDA" - Handbook No. 14 - 1960 - Office of Information.

SECTION XI

(See SECTION VI)

APPENDIXSUBJECT MATTER FILMS

<u>Film Title</u>	<u>Source of Description</u>
All I Need is a Conference	33 mins, b&w, sound, 16mm. By General Electric for management training. Illustrates problem solving and how to conduct a conference.
1104 Sutton Road	45 mins, color, sound, 16mm. By Champion Paper & Fiber Co. John Ladd, Modern Talking Picture Service, 235 Stuart Street Boston 16, Massachusetts Projection of self into job and life produces satisfaction.
The Inner Man Steps Out	37 mins, b&w, sound, 16mm. Human Relations applied to Management
Production 5118	35 mins, color, sound, 16mm. By Champion Paper & Fiber Co. Apply this golden rule in communications and the signal will come through.
Time is Now	35 mins, b&w, sound, 16mm. By Mutual Benefit Life Insurance Co., Concerns decision-making.
Creativity (Selected for Edinburgh)	10 mins, color. Film was produced by MPS for use at the '58 Annual USDA Visual Workshop; has been selected as one of the U.S. Government entries in the 1959 Edinburgh (Scotland) International Film Festival.
Let's Be Human	16 mins, b&w, sound, 15mm, 1951 Business Education Films, 630 Ninth Avenue, Suite 409 New York 36, N. Y. Presents thru animation 7 basic steps in handling people; instructs foremen and supervisors on how to win cooperation of employees. Cost \$90. Rent-\$6.

